

**To:** Surrey Police Authority  
**Date:** 7 February 2011  
**By:** Head of Finance  
**Title:** Financial Report Month 8, 2010/11

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**Purpose of Report/Issue:**

This report presents the financial position at November 2010.

**Summary:**

The revenue budget, net of income and corporate grants is £214.35m.

Forecast total expenditure is currently £655k within budget.

Total Capital budget is £18.1m including £5.8m carried forward from prior years, with expenditure year to date of £5.7m and a further £2.4m having been ordered.

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**Recommendation(s) –**

The Authority is asked to:

- Note the revenue outturn position
- Note the capital expenditure position including details of the receipts.
- Note the position on the balance sheet items within the report.
- Note the position with regards to Accounts Payable and Accounts Receivable.

## **Equalities Implications**

The contents of the report have been considered for any potential equality implications and none arise.

## **Risk**

The contents of the report have been considered for any potential risks and none arise.

## **Human Rights**

The contents of this report have been considered for any human rights implications and none arise.

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**Attachments:                    Financial report – Month 8**

### **Contact details –**

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# Financial Report – Month 8

## November 2010



### 1 Introduction

1.1 The report contains the following;

- The actual revenue expenditure year to date, against the phased annual budget (appendix A & C).
- Overtime analysis for officers and staff (appendix A).
- The movement on the general balances and specific reserves (appendix A).
- Employee numbers for police officer and police staff (appendix A).
- The capital expenditure against the annual budget (appendix A & B).
- The balance sheet items that are termed as working capital, such as the cash position, accounts receivable and payable performance (appendix A).
- Virement position (Page 6).
- Efficiency Plan incorporating the strategic savings graded as red, amber or green (appendix E)
- Strategic Change Project Update (Page 8).
- The Enterprise Programme Financials over the life of the project (appendix D)

## **2 Revenue Position**

- 2.1 The forecast for the year end is now an under spend of £655k, which comprises an under spend of £75k forecast at the end of month 8 plus the release of the remaining Council Tax rebilling provision £580k decided in December. The revised budget is £214.35m after Government cuts of £1.45m from the original £215.8m.
- 2.2 The period revenue position shows year to date expenditure of £138.5m compared to a budgeted £141.8m, the under spend relates to non payroll costs £2.0m, other payroll costs £1.1m and additional income £0.9m, partly offset by higher officer costs (0.7) m.
- 2.3 The forecast is made based on the current position and is subject to change as operational risks come to light and expenditure assumptions change.
- 2.4 Risk exists within the Strategic Change programme if forecast savings, which were in some cases estimates and therefore carry inherent risk, cannot be achieved within the timescales predicted in business cases. Some of the saving reduction is due to timing and will be achieved in a future year as opposed to a reduction to the quantum saving.
- 2.5 The chart in appendix C shows the split of expenditure year to date into their main categories, with payroll expenditure accounting for 83% of the total.
- 2.6 The forecast position indicates an expansion in officer numbers over the year in line with planned increases in constables and budget phasing. At month 8 the budget for 104 officers has been moved into the functional commands. Officer numbers are currently above budget as a result of the OPR budget reduction in senior posts.
- 2.7 A continuing planned shortfall in Police Staff numbers is also shown primarily due to the reviews within Strategic Change including the Senior Leaders Review, Front Counters, Secretariat and Shared Business Services.

## **3 Variances by Command**

- 3.1 Response is just under budget for the year to date with an over spend on officer costs, reflecting below budget Officer numbers. This under spend is forecast to increase as staff vacancies are being held in the light of current projects including Front Counters Review and Crime Management Unit Review.

- 3.2 Investigation is under budget with reduced supplies spend on forensics, the under spend is forecast to reduce as the officer numbers are managed to match the budget.
- 3.3 Neighbourhood is above budget with average year to date officer and staff numbers and salary costs being over budget. This overspend is forecast to increase further by year end.
- 3.4 Tasking is just under budget due to an increase in private hire income relating to attendance at sporting events and roadside census plus overtime recharges to other forces and local resilience forum. The year end forecast is for a slightly increased under spend relating to increased Olympics income and reduced staff costs
- 3.5 Human Resources are shown as being under budget year to date following the move of the probationer budgets into HR with current actual costs being lower than budget, they are also now receiving income for secondees which is above budget. The year end forecast also shows an under spend primarily from police officer costs within the probationer budget and income for secondees.
- 3.6 Finance and Services is under budget as a result of reduced premises and transport costs, such costs are expected to be incurred later in the year resulting in the full year forecast being just over budget.
- 3.7 ICT is shown as under spent year to date relating to supplies and services. The full year forecast shows an overspend resulting from the use of agency staff.
- 3.8 Strategic Change shows an under spend year to date, but are forecasting a substantial over spend by year end in relation to under achievement against save programmes due to original estimated saves being too optimistic in terms of size and timing. One of the causes for the variance is the slower turnover in officers in ranks Inspector and above to reach the expected numbers for the new functional command structure.

#### **4 Virements & Approvals**

- 4.1 Virements are a part of financial management. Financial Regulations state that any virement exceeding 0.2% of the value of the annual Net Budget Requirement (NBR) requires the approval of the Police Authority.

4.2 There are no virements requiring approval since the last meeting.

## 5 Capital Position

5.1 Total Capital budget is £18.1m, including £5.8m carried forward from last year, £9.8m for general projects, £2.0m for Salford Custody, £2.8m for Mobile Data and £3.5m for Project Enterprise. A summary of the capital expenditure by scheme is in appendix B.

5.2 Expenditure to month 8 is £5.7m with a further £2.4m having been ordered representing 45% of the total budget. The capital programme was frozen for two months and therefore the expenditure would be expected to be behind schedule. The temporary freeze has been lifted and it is currently forecast that £11.4m will be spent by year end with the Salford Custody Suite and Mobile Data largely slipping into 2011/12.

5.3 Capital receipts of £3.2m have been received as at month 8 against a full year target of £4.9m.

5.4 The table below details schemes that span more than one year.

<b>Multi Year Capital Schemes over £0.5m</b>			
Code	Scheme	09/10 Budget £	10/11 Budget £
6311	OSR - HR Programme	573,000	100,000
6321	ANPR Countrywide	666,997	369,000
6326	Extend GFD Custody	1,009,000	0
6364	Mobile data	920,880	909,000
Not including on going replacement schemes or Project Enterprise			

## 6 Balance Sheet

6.1 Useable Reserve balances are £11.9m at month end, including £6.6m in general balances, £0.4m in Local Reserves, £2.5m in Insurance reserve, £1.0m in the Ill health reserve, £0.3m in Healthcare reserve, £0.8m in the OPR reserve and £0.3m in the Olympics reserve.

## 7 Accounts receivable

- 7.1 Accounts receivable of £829k includes £181k over 90 days old being 21.8% of total debtors, 75.1% is under 30 days old.
- 7.2 Financial regulations sets out the authority limits for the write off of debt and these have been used, as the guide on the risk areas. Any individual debtor above £10k will require the Head of Finance, the Treasurer or the SPA to approve the write off of the debt. Using this framework places the debt in the following groups along with the status of the debt:

<b>Accounts Receivable - Items in Excess of £10k &amp; 90 Days</b>			
£	Invoice Date	Customer	Notes
<b>Commercial Debt</b>			
Nil			
Nil		Sub Total	
<b>Public Sector Debt</b>			
20,164	02/01/10	SPA 210152	HMRC will pay via SCC
29,169	29/08/10	Metropolitan Police Authority	Secondment costs
30,188	08/08/10	Surrey Fire & Rescue	With SCC for Authorisation
61,252	28/08/10	Sussex Police	Secondment costs
140,773		Sub Total	
<b>140,773</b>		<b>Total</b>	

- 7.3 No write off actions are currently recommended.

## 8 Accounts payable

- 8.1 Accounts payable shows 28 invoices and credit notes under query for more than 120 days, 15 of these being credit notes and 13 being invoices, there are 20 between 61 and 120 days and 19 between 31 and 60 days. 47 invoices held are under 30 days. In total 115 invoices and credit notes with a net value of £(112)k were being processed at month end, the total value of credit notes exceeding the value of invoices. Credit balances are either awaiting invoices to come in and clear them or we have applied to the companies for refunds if we do not anticipate ongoing use.

## 9 Cash

- 9.1 The cash balance at month end was £23.1m compared to £15.0m at the start of the year. The cash balance is forecast to decrease in December due to the precept grant being paid in ten instalments, with no instalments in December and June, it is forecast to reduce to £8.1m by year end after budgeted income and revenue expenditure and anticipated capital expenditure.

## **10 Efficiency Savings**

- 10.1 The report at appendix E sets out the current position with respect to the Force's Efficiency Plan.
- 10.2 The report gives the outline of savings made in 2008/09 and 2009/10 and the budget/forecast savings for 2010/11 and the two subsequent years.
- 10.3 The Force is well on track to meet the current Home Office 3 year target 2008/09 to 2010/11 of £19.4m and the LPP 3 year target of £28.2m 2010/11 to 2012/13. The forecast savings identified to date for the 2008/09 to 2010/11 period are £22.5m. During 2010/11, substantial efficiency savings of £11.5m are predicted, of which £10.7m towards this target has been achieved to date.

## **11 Strategic Change Projects Update**

- 11.1 The following reviews are in implementation:-
- Shared Services Review
  - Secretariat Review
  - Senior Leadership Review
  - ICT Restructure
  - Estates Management
  - Front Counters
- 11.2 Corporate Comms – This review is in detailed planning and a business case with the proposed new structure will be submitted to SCB at the end of January.
- 11.3 Service Quality and Business Improvement Review – The business case was submitted to SCB in December and approval given to progress to implementation.
- 11.4 Further work is also continuing looking at ways of reducing the Force's financial deficit.
- 11.5 Surrey/Sussex Bi-lateral Collaboration – The Challenge Panel met on the 16<sup>th</sup> December and considered all of the business areas that had been scoped. Initial findings from the challenge process were that of the 20 areas identified 12 were assessed as being definite areas to pursue, 6 were judged as being aspirational

but having various levels of dependencies that needed to be addressed, with only 2 areas being recommended for no further action at this time. The next key activity is the production of a consolidated scoping paper. This paper will present options for how the collaborative ventures can be taken forward.

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**Attachments:**

- Appendix A:** Financial Overview November 2010
- Appendix B:** Capital Expenditure November 2010
- Appendix C:** Force wide results Month 8
- Appendix D:** Project Enterprise
- Appendix E:** Efficiency Plan



## FINANCIAL OVERVIEW AS AT NOVEMBER 2010

INCOME AND EXPENDITURE						
BUSINESS UNIT VARIANCES						
	YEAR TO DATE			YEAR		
	ACT	BUD	VAR	BUD	F/C	VAR
	£ 000	£ 000	£ 000	£ 000	£ 000	£ 000
Response	35,600	35,908	308	53,574	52,972	602
Investigation	37,677	38,744	1,067	58,403	57,739	664
Neighbourhoods	16,689	15,935	(754)	23,923	25,631	(1,708)
Tasking	12,854	12,947	93	19,611	19,459	153
<b>Sub Total</b>	<b>102,821</b>	<b>103,535</b>	<b>714</b>	<b>155,511</b>	<b>155,800</b>	<b>(289)</b>
ACPO	2,668	2,717	49	4,144	4,152	(7)
PSD	1,402	1,515	112	2,272	2,270	2
Strategic Change	2,283	2,531	248	4,543	5,720	(1,177)
<b>Sub Total</b>	<b>6,353</b>	<b>6,762</b>	<b>409</b>	<b>10,959</b>	<b>12,142</b>	<b>(1,183)</b>
ICT	6,885	7,209	324	10,769	10,950	(181)
F & S	8,453	9,100	647	13,180	13,258	(78)
HR	10,110	11,278	1,168	17,080	15,230	1,849
CD	121	117	(4)	176	177	(1)
Diversity	232	247	15	371	378	(7)
<b>Sub Total</b>	<b>25,802</b>	<b>27,951</b>	<b>2,149</b>	<b>41,575</b>	<b>39,992</b>	<b>1,583</b>
Corporate	2,850	2,591	(258)	4,841	5,190	(349)
SPA	651	946	295	1,463	1,150	313
<b>TOTAL</b>	<b>138,476</b>	<b>141,785</b>	<b>3,309</b>	<b>214,350</b>	<b>214,274</b>	<b>75</b>

BALANCE SHEET				
BALANCES				
	31/03/10	30/11/10	Planned 31/03/11	Var
	£ 000	£ 000	£ 000	£ 000
Local Reserves	1,098	446	446	(652)
Insurance Reserve	2,097	2,441	2,097	344
Ill Health Reserve	825	1,037	825	212
Healthcare Reserve	290	290	290	0
Olympics Reserve	300	300	300	0
OPR Reserve	782	782	782	0
General Balances	6,523	6,598	6,523	75
<b>TOTAL</b>	<b>11,915</b>	<b>11,894</b>	<b>11,263</b>	<b>(21)</b>

CASH FLOW	
Cash Headroom (Month End Balances)	
£ 000	25000
	20000
	15000
	10000
	5000
	0
	M A M J J A S O N D J F M
	Forecast 2010/11 Actual 2010/11

CAPITAL EXPENDITURE	
	£ 000
Approved 10/11 Capital Budget	12,240
c/f Projects	5,832
<b>Total</b>	<b>18,072</b>
Spend to date	5,740
Ordered	2,444
Un committed	10,235
Revenue funded	(347)
<b>Total</b>	<b>18,072</b>

Financing	
	£ 000
Grant	2,127
Other funding	347
Receipts	4,964
Underspend forecast	7,716
Borrowing	2,918
<b>Total</b>	<b>18,072</b>

MRP £'000	09/10	10/11	11/12
	456	577	726

OVERTIME			
POLICE OFFICER		POLICE STAFF	
£ 000	2,500	1,000	900
	2,000	800	700
	1,500	600	500
	1,000	400	300
	500	200	100
	0	0	0
	Invest Neigh Resp T & C Other	Invest Neigh Resp T & C Other	
	YTD FY Budget	FY Forecast	
Actual % of total pay	4.72%	2.74%	
Forecast % of total pay	5.01%	2.70%	

ACCOUNTS PAYABLE					
	0 - 30 days	31 - 60 days	61 - 120 days	Over 120 days	Total
Amount Due £ 000	67.1	(0.9)	(192.6)	14.6	(111.8)
% of Total Amount	-60.0%	0.8%	172.3%	-13.1%	100.0%
No of Invoices	47	19	20	31	117
% of Total Amount	40.2%	16.2%	17.1%	26.5%	100.0%

ACCOUNTS RECEIVABLE			
	Sep-10 £ 000	Oct-10 £ 000	Nov-10 £ 000
Not yet due	116	426	568
1 - 30 days overdue	32	56	55
31 - 90 days overdue	453	382	25
Over 90 days overdue	39	47	181
<b>TOTAL</b>	<b>640</b>	<b>911</b>	<b>829</b>

OFFICER & STAFF HEADCOUNT	
Headcount FTE	2400
	2300
	2200
	2100
	2000
	1900
	1800
	1700
	1600
	1 2 3 4 5 6 7 8 9 10 11 12
	Officers Actual 10/11 Officers Forecast 10/11
	Officers Budget 10/11 Staff Actual 10/11
	Staff Forecast 10/11 Staff Budget 10/11



Month 8 - November 2010

C3

	Prior Year Budget 2009/10	Current Year Budget 2010/11	Rev Cont Sp Grants	Actual Spend YTD Apr-10-Nov-10	Outstanding orders	Variance YTD	Bal of Year Forecast Dec-10-Mar-11	Full Year Forecast	Fc to Bud Variance
IT Infrastructure Renewal	8,000	1,373,000	86,286	988,532	68,822	478,754	449,360	1,437,892	29,394
ICT Business Continuity	329,000	350,000	146,876	341,053	123,412	484,823	105,000	446,053	379,823
ICT Development	0	0	0	-10,147	20,309	10,147	20,309	10,162	-10,162
Voice/Data Network Replacement	211,000	460,000	0	162,898	246,494	508,102	372,596	535,494	135,506
<b>Fleet Annual Replacement Schemes</b>									
6201 VEHICLE REPLACEMENT	609,000	2,168,000	12,552	1,586,355	636,379	1,203,197	350,000	1,936,355	853,197
<b>Specific Capital Schemes</b>									
6301 UNALLOCTAED CAPITAL - BUDGET ONLY	349,000	403,000		0		752,000	0	0	752,000
6303 OPERATION SHIELD	38,000	0		28,500		9,500	0	28,500	9,500
6305 OPERATION CONTEST	37,000	0		10,394		26,606	0	10,394	26,606
6306 ORACLE FINANCE SYSTEM	29,000	0		5,670		23,330	0	5,670	23,330
6311 OSR - HR PROGRAMME	100,000	0		-32,785		132,785	77,000	44,215	55,785
6312 FORCEWIDE CARD ACCESS SYSTEM	182,000	0		170,461	52,303	11,539	52,303	222,764	-40,764
6313 AUTOMATED CALL DISTRIBUTION	136,000	0		65,620		70,381	0	65,620	70,381
6317 DO NOT USE - WFM REIGATE CID	27,000	0		0		27,000	0	0	27,000
6318 HELICOPTER DIGITAL RECORDING	2,000	0		0		2,000	0	0	2,000
6320 PROJECT ENTERPRISE	1,661,000	1,856,000		1,439,290	84,160	2,077,710	1,198,870	3,349,000	168,000
6321 ANPR COUNTYWIDE - FIXED SITES	314,000	205,000		57,081	281,723	461,919	289,529	346,610	172,390
6326 EXTEND GFD CUSTODY	0	0		-14,659	14,659	14,659	14,659	-0	0
6329 SCIENTIFIC SUPPORT CASE MANAGEMENT	50,000	0		13,289		36,711	0	13,289	36,711
6330 DIGITAL CCTV CUSTODY CENTRES	0	0		793	1,875	-793	1,875	2,668	-2,668
6343 CELL IMPROVEMENTS REQUESTED BY HMI	0	0	25,657	8,940	16,340	16,717	15,000	23,940	1,717
6352 EDRMS PHASE II	6,000	60,000		1,792	117	64,208	18,000	19,792	46,208
6364 MOBILE DATA 2009/10	909,000	1,925,000		378,003	547,356	2,455,997	511,809	889,812	1,944,188
6365 NABIS LOCAL BALLISTICS CLEARING HOUSE	86,000	0		79,448		6,552	0	79,448	6,552
6367 BUILDING MANAGEMENT SYSTEM 2009-10	96,000	0		94,329	13,331	1,671	13,331	107,660	-11,660
6368 ANPR IN-VEHICLE LAPTOPS 09/10	0	0		1,764		-1,764	0	1,764	-1,764
6369 ANPR - VAN UPGRADE 09/10	37,000	0		-35,670	35,670	72,670	35,670	0	37,000
6370 CLI02 - CRISIS MANAGEMENT SYSTEM 09/10	30,000	0		24,900		5,100	0	24,900	5,100
6371 IT WAN RE-STRUCTURE	25,000	262,000		57,852	76,075	229,149	148,283	206,135	80,866
6372 HELICOPTER RELOCATION TO ODIHAM 09/10	40,000	0	11,779	9,448		42,331	15,000	24,448	27,331
6373 HYDRA TRAINING SYSTEM (L&D) 09/10	17,000	0		17,011		-11	0	17,011	-11
6374 SECONDARY GENERATORS FOR HQ & GODS	480,000	0		3,948		476,052	466,604	470,552	9,448
6375 WFM GUILDFORD/WOKING CID	18,000	0		0		18,000	0	0	18,000
6377 SALFORD CUSTODY SUITE	0	2,032,000		200,823		1,831,178	0	200,823	1,831,178
6378 DIGITAL AUDIO INTERVIEWING EQUIPMENT	6,000	0		5,007		993	0	5,007	993
6388 COMMAND BUS	0	100,000		0	102,870	100,000	102,870	102,870	-2,870
6390 OPR ESTATE RESTRUCTURE	0	498,000		0	47,394	498,000	498,000	498,000	0
6391 PROJECT MANAGEMENT SOFTWARE	0	60,000		0		60,000	60,000	60,000	0
6392 MOBILE FRONT COUNTER	0	45,000		0		45,000	35,000	35,000	10,000
6393 OLYMPIC GRANT	0	0	63,672	0	54,460	63,672	0	0	63,672
6394 CARBON REDUCTION INITIATIVES	0	91,000		0		91,000	91,000	91,000	0
6396 SHARED SERVICE CENTRE	0	352,000		80,150	20,750	271,850	20,750	100,900	251,100
Sub-Total	4,675,000	7,889,000	101,108	2,671,398	1,349,082	9,993,710	3,665,553	7,047,791	5,617,317
Totals	5,832,000	12,240,000	346,822	5,740,088	2,444,498	12,678,734	4,962,818	11,413,746	7,005,076

Under IFRS Stonebridge & Woking Leases become a revenue cost so all budget (£140,000) and expenditure have been removed. The 2010/2011 Capital Budget Allocation has been reduced by this amount from £12,380,000 to £12,240,000

Monthly Cost Centre Report FORCEWIDE  
 Department Manager 2604 Rowley  
 Department Number A00,-000,-010  
 Current Period Nov-10  
 Period Number 8  
 Currency GBP  
 Full Year to Adj-11

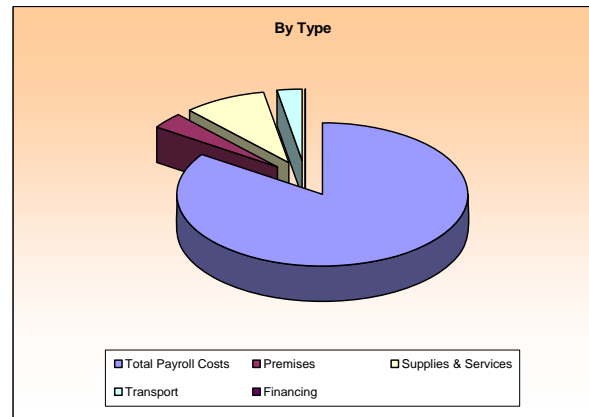
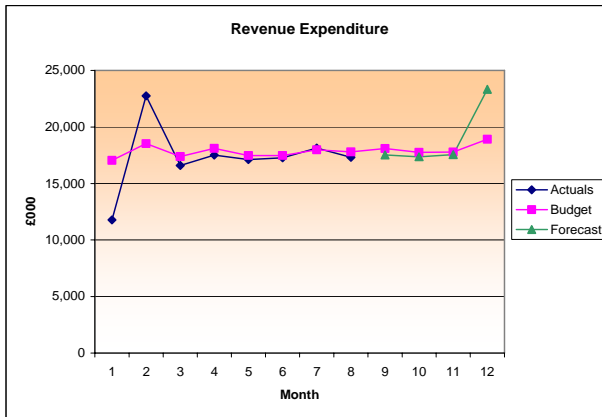


	PTD			YTD			Year			
	Actual	Budget	Variance	Actual	Budget	Variance	Budget	Annualised Actual	Forecast	Variance Budget to Forecast
All Numbers (£,000)										
<b>Payroll</b>										
<b>Police Payroll</b>										
Police Standard	6,132	6,052	(80)	47,867	47,076	(791)	71,233	71,801	71,298	(65)
Police Overtime	237	91	(146)	3,006	2,953	(53)	4,471	4,509	4,551	(81)
Police allowances	496	498	1	3,655	3,828	173	6,601	5,483	6,275	325
<b>Police Staff</b>										
Police Staff Basic	5,176	5,283	107	41,226	42,305	1,079	63,468	61,839	61,390	2,078
Police Staff Overtime	152	132	(20)	1,397	1,071	(326)	1,598	2,095	2,032	(433)
National Insurance (NI)	404	389	(15)	3,206	3,119	(88)	4,676	4,810	4,732	(56)
Police Staff - Superan	651	665	15	6,477	6,610	133	9,269	9,715	9,107	162
Agency	148	18	(130)	1,180	425	(756)	656	1,770	1,864	(1,208)
<b>Other Payroll Costs</b>	3,429	2,925	(504)	27,192	28,298	1,106	39,284	40,788	42,783	(3,498)
<b>Total Payroll Costs</b>	<b>16,824</b>	<b>16,053</b>	<b>(771)</b>	<b>135,207</b>	<b>135,683</b>	<b>476</b>	<b>201,257</b>	<b>202,810</b>	<b>204,033</b>	<b>(2,776)</b>
<b>Other Expenses</b>										
Premises	680	610	(69)	5,433	6,264	831	9,372	8,150	9,500	(128)
Supplies & Services	2,127	2,185	59	14,855	15,942	1,087	25,195	22,282	24,100	1,094
Transport	519	430	(89)	4,364	4,465	101	6,502	6,546	6,576	(74)
Financing	(24)	0	24	74	22	(52)	891	112	759	132
<b>Total Other Expenses</b>	<b>3,301</b>	<b>3,226</b>	<b>(76)</b>	<b>24,726</b>	<b>26,693</b>	<b>1,966</b>	<b>41,960</b>	<b>37,089</b>	<b>40,934</b>	<b>1,025</b>
<b>Income</b>	(1,193)	(837)	355	(9,411)	(7,580)	1,831	(11,421)	(14,116)	(13,482)	2,061
<b>Grants</b>	(1,615)	(647)	968	(12,046)	(13,011)	(964)	(17,446)	(18,069)	(17,211)	(235)
<b>Grand Total</b>	<b>17,318</b>	<b>17,795</b>	<b>476</b>	<b>138,476</b>	<b>141,785</b>	<b>3,309</b>	<b>214,350</b>	<b>207,714</b>	<b>214,274</b>	<b>75</b>

**Headcount Statistics**

Police Officers	1844	1856	12	1829	1826	-3
Staff	2239	2315	75	2254	2315	61
Total Head Count	4083	4170	87	4083	4141	58

**Revenue Expenditure**



**ENTERPRISE PROGRAMME FINANCIALS OVERVIEW**

	Item	Actuals					Current Year	FORECAST			Totals
		05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	
<b>Capital Budget</b>	Budget	657	600	910	975	3,620	3,478	1,906	490	164	12,800
	Revenue Contributions		19								19
	Budget Rephasing Adjustments						-1,622	1,152	595	-125	0
	Brought Forward		535	248	492	358	1,661	168	-286		
	<b>Actuals/Forecast</b>	<b>122</b>	<b>906</b>	<b>666</b>	<b>1,109</b>	<b>2,317</b>	<b>3,349</b>	<b>3,512</b>	<b>1,186</b>	<b>115</b>	<b>13,282</b>
	<b>Net position</b>	<b>£535</b>	<b>£248</b>	<b>£492</b>	<b>£358</b>	<b>£1,661</b>	<b>£168</b>	<b>-(£286)</b>	<b>-(£387)</b>	<b>-(£76)</b>	<b>-(£463)</b>

	Item			09/10	10/11	11/12	12/13	Totals
				Implementation & Roll-out				
<b>Revenue "Implementation" Budget</b>	Budget			315	248	465	383	
	Budget Growth				100			
	<b>Actuals/Forecast</b>			<b>183</b>	<b>335</b>	<b>447</b>	<b>609</b>	
	<b>Net Position</b>			<b>£132</b>	<b>£13</b>	<b>£18</b>	<b>-(£226)</b>	

Post 12/13 = ICT Business As Us  
Note 2

	Item	05/06	06/07	07/08	08/09	09/10	10/11	11/12	12/13	13/14	Totals
<b>GRAND TOTAL Capital + Revenue</b>	Budget	657	619	910	975	3,935	3,726	2,371	873	164	14,230
	B/Fwd Budget/Growth	0	535	248	492	358	139	1,320	310	-125	
	<b>Actuals/Forecast</b>	<b>122</b>	<b>906</b>	<b>666</b>	<b>1,109</b>	<b>2,500</b>	<b>3,684</b>	<b>3,959</b>	<b>1,795</b>	<b>115</b>	<b>14,856</b>
	<b>Net position</b>	<b>£535</b>	<b>£248</b>	<b>£492</b>	<b>£358</b>	<b>£1,793</b>	<b>£181</b>	<b>-(£268)</b>	<b>-(£613)</b>	<b>-(£76)</b>	<b>-(£626)</b>

Milestones	
29/11/2010	SP Functionality Review Build 11 Complete
01/12/2010	Custody UAT
03/12/2010	Build 12 Delivered (Memex)

Notes	Area	Explanation of Variances
1	Capital Cost Growth	<p>* The Capital forecast reflects a reduction in the projected overspend against budget in years 11/12 and beyond.</p> <p>* The projected overspend relates to Third Party costs of the new system interfaces, with estimated Case costs being the largest (£300k+), and presenting the greatest challenge set against uncertainty about the future of the NPJA and significant cuts in MOJ and other Government departments. We are still pursuing options to reduce these costs but it is too early to know how these may play out.</p>
2	Revenue Cost	<p>* The original Business Case financials made no allowance for redundancy costs and these have now been factored into the revenue profile over implementation and roll-out. They are expected to be met within overall budget in 11/12.</p> <p>* ICT have provided an ICT resource model which forecasts a net increase in System Administrator resources required to support the new system, in addition to increased licencing support costs of the Siren system design.</p>

NET EFFICIENCY SAVINGS (2008/09 - 2010/11)

PROJECT	2008/09	2009/10	2010/11	In-	2010/11	2010/11	3 Year	2011/12	2012/13	2013/14
	In Year	In-Year	Year	Year	In-Year	In-Year	Cumulative	Forecast	Forecast	Forecast
	Saving	Saving	Budgeted	Revised	Forecast	Variance	Savings	Savings	Savings	Savings
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
GRE for 07/08	188,575	188,575	188,575				188,575			
Annual Efficiency Target % (as approved by SPA)	3.5%	3.5%	3.3%				10.3%			
Annual Efficiency Target £'000 (as approved by SPA)	6,600	6,600	6,223				19,423.2			
Total cashable achieved - detail available on request	3,618	4,820					8,438			
<b>Closed Projects</b>										
4 to 3 BCU			0	0	0				103	
OSR Human Resources			1,861	1,580	(281)			(26)	175	1
OSR Finance			668	523	(145)					
SSD Main Review			522	566	44			36	47	151
Communications and Marketing			190	11	(179)					
Intelligence Review			203	85	(118)					
Others			798	2,080	1,282			23		
<b>Sub Total Closed Projects</b>			4,242	4,845	603	4,845		33	325	152
<b>Business Support Change</b>										
Ill Health Injury: Costs & Savings			35	0	(35)					
OSR IT (non-staff savings)			245	262	17			155	340	14
ICT OSR review			0	0	0			343	160	
COG Savings			211	211	0					
Overtime			500	500	0			565	500	297
Shared Service Centre			0	(408)	(408)			654	93	
Fleet Review			56	165	109			109	27	
Senior Management/Secretariat/Staff Officer			0	(110)	(110)			691		76
Administration Support Non Staff Savings			586	612	26			25		
Non staff costs 2			0	0	0			2,000	100	100
Senior Police Staff Leadership Review			0	(1,397)	(1,397)			2,866	(19)	469
Local Estate Management			0	0	0			97	122	40
Provision against CIP2 Delivery			(400)	0	400					
Estates Strategy (Neighbourhood offices)			31	0	(31)					
OSR3			789	0	(789)				557	378
<b>Sub Total</b>			2,053	(165)	(2,218)	-165		7,505	1,880	1,374
<b>Operational Policing change</b>										
OPR Leadership Savings			3,500	3,025	(475)					
Surplus Officers			(2,689)	(1,324)	1,365			724	600	
Automated Call Distribution			25	0	(25)					
Functional command savings			0	0	0			750	250	
Allowances			0	0	0			1,140	230	30
Front Counters			0	(162)	(162)			414		
Crime Management Review			(335)	211	546			373		
Shift Pattern Review			413	0	(413)					
SO Reviews			750	1,159	409					
CJ Review Costs			1,743	1,434	(309)			(165)		
Partnership Funding review 2			100	100	0			100	100	
Estates Restructure			(700)	(581)	119			549	955	1,056
Miscellaneous savings			0	99	99					
<b>Sub Total</b>			2,807	3,961	1,154	3,961		3,885	2,135	1,086
<b>Operational Development Change</b>										
WFM (CID)			1,793	1,875	82			603		
WFM (PSO)			(158)	(122)	36			426	61	
Enterprise Programme			463	(83)	(546)			192	617	
Collaboration			500	132	(368)			468	500	500
Mobile Data			0	0	0				1,125	1,325
Information Management - Service Quality review			0	96	96			96	396	
Impact			0	(4)	(4)			4		
<b>Sub Total</b>			2,598	1,894	(704)	1,894		1,789	2,699	1,825
Police Authority			0	0	0			200	200	
<b>Sub Total Cashable</b>	3,618	4,820	11,700	10,535	(1,165)	18,973		13,412	7,239	4,437
<b>Additional Allowable savings:</b>										
Total additional allowable savings achieved - detail available on request	946	445					1,391			
<b>Capital Programme Savings:</b>										
Overage on Property Sales	702	203	1,230	933	2,135					
<b>Total Efficiency Savings</b>	5,266	5,468	12,930	11,468	22,499					
<b>Net Surplus b/fwd</b>	8,700	7,366	6,234		8,700					
Less Target	(6,600)	(6,600)	(6,223)		(19,423)					
<b>Excess efficiencies to carry forward (subject to confirmation)</b>	7,366	6,234	12,941		11,776					
Green = on plan & saving will be achieved				<b>Sub Total by Category:</b>			14,372	1,299	386	152
Amber = Risk to deadline & risk to saving							(1,872)	3,496	1,242	427
Red = Deadline not going to be achieved & saving not achieved or severley altered							(1,965)	8,617	5,611	3,858
							10,535	13,412	7,239	4,437
<b>Difference between budgeted savings and revised forecast</b>							(1,165)	(14)	(234)	326

Updated from Budget Gap 11 to 15 v 45.5 Dec 10

SSD 2010-11 Q3 update  
 Full year 2010-11 11,468  
 Less Capital savings forecast Q4 (753)  
 Progress to date for 2010-11 year 10,715